

## **CHAPTER 273**

# **HUMAN RESOURCE MANAGEMENT SELF-ASSESSMENT PROGRAM**

**1. PURPOSE.** This chapter is intended to assist Commanding Officer efforts to periodically assess the effectiveness of the activity managed civilian human resources program. It is not an evaluation of the delivery of service by the Human Resource Office but rather a pulse taking of the relationship between command management and the command civilian workforce. There is a requirement for such periodic self-assessment within the Department of the Navy. There is however no mandated format for conducting self-assessments. This chapter offers one such way to meet the requirement. It relies on a survey instrument that will provide command management with a starting point in identifying strengths, weaknesses, and action issues.

**2. LEGAL BASIS.** 5 U.S.C. 2301, 2302, 7 U.S.C. 633, 791, and 42 U.S.C. 2000e-16 provide the framework for human resource management (HRM) within the federal civilian service.

### **3. POLICY**

- a. SECNAVINST 12273.1 and various major claimant instructions require an activity to perform a periodic self-assessment.
- b. The self-assessment of civilian HRM should focus upon the strategic plan of the organization, with a strong link to standards and guidance to improve operational and personnel readiness.
- c. Planning and evaluation of the HRM self-assessment should seek to develop a concise picture of the organization in the areas of customer perspective, financial investments, internal processes, and workforce innovation.

**4. ACTIVITY RESPONSIBILITY.** Activities are responsible for ensuring that:

- a. A systematic, comprehensive self-assessment of civilian HRM is performed at least every two years.
- b. Appropriate assessment methods are utilized. Managers should consider the size of the workforce and its unique needs in selecting the assessment tool.
- c. Labor relations obligations are satisfied where labor organizations have exclusive recognition.
- d. Appropriate action is taken to address those areas of review needing improvement and to evaluate the effectiveness of any actions taken.

- e. A comprehensive, internal record of its self-assessment is maintained and made available for command inspections and on-site validation reviews.
- f. Certification reports are submitted as required.

**5. SELF-ASSESSMENT METHODOLOGY.** The following steps should be used to conduct the self-assessment:

- a. Establish a baseline for the activity by surveying the workforce. Appendix A, a sample survey instrument, is provided for your use, or you may develop your own survey;
- b. Analyze the survey results;
- c. Identify problems and issues of concern to the activity;
- d. Select significant issues of concern and develop an action plan;
- e. Formulate solutions and develop recommendations; and
- f. Implement recommendations and conduct periodic evaluations